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OGC 70-1731

12 October 1970

MEMORANDUM FOR: Office of Planning, Programming and
Budgeting

ATTENTION

:

[REDACTED]

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SUBJECT

:

Administration/Management Reports
Inventory

In response to [REDACTED] memorandum of 7 October
1970, subject same as above, this office has no reports for the
Reports Inventory being compiled.

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(S: [REDACTED])

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Associate General Counsel

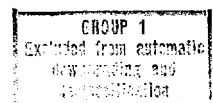
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OGC 70-1719

Approved For Release 2004/08/31 : CIA-RDP72-00310R00020012-0

7 October 1970

MEMORANDUM FOR : General Counsel
Legislative Counsel
Director of National Estimates
Deputy to the DCI for National Intelligence
Programs Evaluation
Cable Secretariat

SUBJECT : Administration/Management Reports Inventory

REFERENCE : d. Transmittal memo No. 1 to BOB circular
No. A-44 Revised, dated 17 June 1970.
b. Memo dated 11 September 1970 to Reports
Inventory Task Force Members: Subj. -
Reports Inventory

1. The Director and other heads of departments and agencies have received from the President a memorandum calling for a comprehensive government-wide review of paperwork requirements, looking to improvements in Federal reporting and reduction of related paperwork. Reference 2 presents the framework and procedures for the review.

2. The Agency has divided this task into two parts. A task force has been formed to review administrative/management reporting. Separate instructions will be provided, at a later date, on intelligence reporting, the second part of the review.

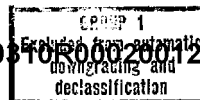
3. Reference b. provides more specific instructions and procedures on the Administrative/Management Inventory. The Chairman of the Reports Inventory Task Force requests that an administrative/management inventory and costing effort be provided the Office of Planning, Programming and Budgeting by 15 October 1970. The inventory should be marked for the attention of

Administrative Officer, O/DCI

Attachments

Approved For Release 2004/08/31 : CIA-RDP72-00310R00020012-0

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EXECUTIVE OFFICE OF THE PRESIDENT

June 17, 1970

BUREAU OF THE BUDGET
WASHINGTON, D.C. 20503

CIRCULAR NO. A-44
Revised
Transmittal Memorandum No. 1

TO THE HEADS OF EXECUTIVE DEPARTMENTS AND ESTABLISHMENTS

SUBJECT: Government-wide study to improve Federal reporting and
reduce related paperwork

1. Purpose. A major element of the Government-wide management improvement program, as described in Bureau of the Budget Circular No. A-44, Revised (February 16, 1970), paragraph 7, is the periodic selection of common operational areas for Government-wide study. This Transmittal Memorandum sets forth the policy and procedures to be followed by departments and agencies for conducting the first of these--a Government-wide study to improve Federal reporting and reduce related paperwork. The study will involve three types of reporting: public, interagency, and internal reporting.

Attachment A describes in detail the responsibilities assigned and the actions required in conducting the study. The Bureau of the Budget, with the assistance of the General Services Administration, will provide project direction and coordination for this study.

2. Coverage and effective date. This Transmittal Memorandum applies to all departments and agencies and is effective immediately.

ROBERT P. MAYO
Director

Attachments

(No. A-44)

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ATTACHMENT A
Circular No. A-44
Revised
Transmittal Memorandum No. 1

GOVERNMENT-WIDE STUDY TO IMPROVE REPORTING AND REDUCE RELATED PAPERWORK

1. Objectives of the study. The objectives of this study are to improve reporting, reduce related paperwork, and eliminate unjustified reporting requirements and associated reporting systems. The specific Government-wide goals are:

- A reduction of five million man-hours in the time expended by the public in filling out administrative forms and inquiries which are subject to clearance under the Federal Reports Act (44 U.S.C. 3501-3511).
- A \$200 million reduction in funds expended by the executive branch for reporting and related paperwork.

2. Definitions. For the purposes of this study, the following definitions will be utilized:

a. Reporting system. All systems for the processing of documents and transmissions of data which are used to set goals, fix priorities, schedule operations, allocate resources, measure results, provide information, and improve efficiency. Systems include all related reports, forms, records, directives, instructions, and processing and collection techniques, whether mechanical or manual.

b. Report. Any documents or transmission of data on a recurring, regular, or periodic basis. Reports may be in narrative, tabular, graphic, questionnaire, punched card, tape, or other forms.

c. Public reporting. Any reporting required by the Federal Government from State and local governments, businesses, or individuals which is subject to the provisions of the Federal Reports Act. This definition is limited to administrative forms and inquiries filled out by the public, and excludes statistical public reporting requirements.

d. Interagency reporting. Any reporting which is required by one executive department or agency having statutory or administrative authority to require reports from one or more other departments and agencies.

e. Internal reporting. Any reporting which is required by and prepared within the same department or agency. Significant internal reports are those which are utilized throughout or draw information from a major organizational element of a department or agency, or

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those reports which are submitted by field activities and offices to the headquarters of a department or agency.

f. Project Director. The top management official designated by the head of each department or agency to be responsible for this study within his department or agency.

g. Reports identification. The process whereby a department or agency Project Director determines the individual reporting systems and reports within the agency and establishes a base line of dollars and man-hours associated with each. The base line information is to be used in measuring cost effectiveness and projecting improvement goals.

h. Reports justification. The process whereby a department or agency Project Director reviews a reporting system and its component parts, and finds that it provides necessary information and is operating in a technically acceptable manner. Justification responsibility may not be delegated.

i. Reports certification. The process whereby a department or agency head certifies a reports justification as valid. Certification responsibility may not be delegated below the Assistant Secretary level or its equivalent.

j. Reports cancellation. The process whereby a department or agency terminates a reporting system or some of its component parts.

3. Scope of the study. The study will include:

a. review of public, interagency, and significant internal reporting requirements,

b. review of organization, functions, and resources utilized for reporting systems and reports management and the recommendation of improvements,

c. research and development studies to formulate future plans for reporting systems and related paperwork, and

d. review of Government-wide statistical public reporting to evaluate requirements for economic and social statistics.

4. Responsibilities.

a. Departments and agencies. Each department and agency will:

(1) Identify the public, interagency, and significant internal

reporting systems for which it has responsibility, and determine the current annual cost of these systems.

(2) Establish goals of the annual dollar and man-hour savings to be achieved from a review of these reporting requirements during the period of January 1, 1970, to June 30, 1971.

(3) Submit to the Bureau of the Budget the results of the certification process and agency goals in the format specified in Exhibit 1. This will be submitted as an attachment to the annual management improvement report due on September 30, 1970, in accordance with Circular No. A-44 Revised (February 16, 1970).

(4) Review the public, interagency, and significant internal reporting systems for which it has responsibility to:

(a) eliminate unnecessary and uneconomical reports and reporting systems,

(b) consolidate and shorten reports,

(c) reduce the number of report copies,

(d) simplify the collection of data and the processing of reports,

(e) improve the quality and usefulness of the reports submitted, and

(f) reduce reporting requirements.

(5) Justify and certify public, interagency, and internal reporting systems for which it has responsibility. Reports required by statute which cannot be justified and certified shall be cancelled. Unnecessary statutory reporting requirements will be cancelled together with proposed corrective legislation to the Bureau of the Budget with the annual management improvement report due on September 30, 1971.

(6) Submit to the Bureau of the Budget the results, in terms of actual achievement of goals, of the agency review and its certification, or cancellation process. This will be in the format specified in Exhibit 1, as an attachment to the management improvement report due on September 30, 1971. Agencies participating in the Federal Assistance Review program shall include in their estimates of man-hours and dollar savings those achieved through that program.

(7) Submit information on continuing programs concerning

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reporting and related paperwork improvements in the management effectiveness section of annual management improvement reports (See paragraph 3, and Attachment A, Circular No. A-44 Revised, February 16, 1970).

b. Bureau of the Budget. The Bureau of the Budget will:

(1) Establish an Interagency Steering Group, consisting of top level administrative personnel from the General Services Administration and four other agencies to advise on the general direction for this study. The Interagency Steering Group will appoint a task force to conduct a study of the adequacy of the organization, functions, and resources for reporting systems and reports management in the departments and agencies. The Steering Group will transmit the findings and recommendations resulting from this study to the Bureau of the Budget by September 30, 1971.

(2) Issue, at the conclusion of the Steering Group study, revised Government-wide guidelines for the organization, functions, and resources for reporting systems and reports management.

(3) Initiate a study to develop alternatives to traditional reporting and paperwork methods together with a research plan outlining mechanisms to attain these goals through basic conceptual and/or technological innovations.

(4) Initiate a study to evaluate statistical public reporting requirements. This study will evaluate statistical reporting requirements in the light of current needs for economic and social statistics as a basis for decisions.

c. General Services Administration. The General Services Administration will serve as the chairing agency of the Interagency Steering Group and will:

(1) Designate a Study Project Director who will monitor project progress and coordinate project technical activities.

(2) Provide overall technical assistance through conferences, visual aids, instructional material, and practical techniques (e.g., workshops, case studies, etc.), beginning with the conduct of a study kickoff orientation session.

(3) Provide consultant services to departments and agencies, as requested.

(4) Prepare study findings, recommendations, and achievements for publication by the Bureau of the Budget in an "Executive Management Bulletin".

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b. Department and agency action. Within ten working days following issuance of this Transmittal Memorandum, the head of each department and agency will designate a top management official as Project Director to be responsible for this study within the department or agency. Project Directors of Cabinet level departments and other large agencies should appoint subordinate project directors for each second level organization within such departments and agencies. Each department or agency Project Director will:

a. Notify the Bureau of the Budget (telephone 395-4850) of his selection and indicate his official title and telephone number.

b. Provide leadership and coordinate activities related to this study within his department or agency, including the establishment of a plan of action for conducting the study.

c. Direct the timely preparation of submissions required by this Transmittal Memorandum in accordance with procedures specified in Bureau of the Budget Circular No. A-44 Revised (February 16, 1970).

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EXHIBIT 1
Circular No. A-44
Revised
Transmittal Memorandum No. 1

Submission on Government-wide Study to Improve
Federal Reporting and Reduce Related Paperwork

SUBMITTED BY: _____ DATE: _____

Reporting Category	Base Period (As of 1-1-70)	Savings Goal (Due 9-30-70)	Actual Savings (Due 9-30-71)
Public Reporting:			
Number of reports	_____	_____	_____ 1/ 2/
Cost of reporting	_____	_____	_____
	(Man-Hours)	(Man-Hours)	(Man-Hours)
Interagency Reporting:			
Number of reports	_____	_____	_____ 2/
Cost of reporting	\$ _____	\$ _____	\$ _____
Internal Reporting:			
Number of reports	_____	_____	_____ 2/
Cost of reporting	\$ _____	\$ _____	\$ _____

1/ Attach listing of public reports showing by BOB report identification number those public reports that have been justified and certified, and those public reports that have been cancelled. Public report cancellations will be effected in accordance with procedures specified in Bureau of the Budget Circular No. A-40 (May 25, 1962), as amended by Transmittal Memorandum No. 1 (February 12, 1968).

2/ Attach listing of unnecessary statutory reporting requirements and drafts of proposed corrective legislation.

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11 September 1970

MEMORANDUM FOR: Reports Inventory Task Force Members

SUBJECT : Reports Inventory

1. The Executive Director-Comptroller has indicated that the reporting of the results of the Agency's reports inventory and cost reduction project to OMB will be held to a minimum. No reports will be submitted to GSA or to any other party except the International Division of OMB. However, he enjoins us to undertake in the Agency's own management interest a conscientious internal review effort which includes a review of the need for reports generated at all levels with a view to the elimination of any reports which we can do without.

2. In order to avoid further delay each Directorate should commence immediately to initiate their inventory and costing effort insofar as the internal Directorate and office-level reporting requirements are concerned. The DD/S, in addition to its internal requirements, has agreed to undertake the inventorying of all Agency-wide reporting; therefore, at this time, Directorates may confine their effort to those generated under the authority of the Deputy Director and Office and Division chiefs.

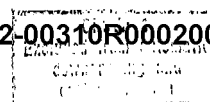
3. The DD/S has devised an approach to this task which may serve as a useful model for other Directorates:

a. A Reports Inventory Officer has been appointed in each Support Directorate office and staff. His responsibilities will be to inventory and cost internal office reporting requirements and to assist the Support Directorate Task Force member as needed.

b. The DD/S has designed a form (copy attached) upon which certain information pertaining to each report will be recorded. The use of a common form has obvious advantages of uniformity and ease of data extraction. [redacted] of the DD/S

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can provide blank forms to any Directorate which desires to use it. Hopefully most will elect to report their information in a similar format since I feel this will assist our efforts in setting goals and will make Phase II (reports justification) of the task facing us less complicated.

4. Timing and due dates are critical. I feel we must complete the inventory by 30 September at the latest, and the costing by 15 October in order to leave the third week in October for determining what we will report to OMB including agreement on report cost reduction goals for this fiscal year.

5. If a task force member has any questions, don't hesitate to call me --

Charles H. Briggs
Chairman

Attachment
As stated

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GENERAL GUIDELINES AND INSTRUCTIONS FOR COMPLETING
ADMINISTRATION/MANAGEMENT REPORTS INVENTORY (FORM 142)

General:

1. Complete a separate form (Reports Inventory Form 142) for each significant administrative/management type report. Feeder reports that go into a significant report will be identified as an attachment to the form which reports the basic report. Sources for the identification of reports to be inventoried include:

- A. Regulatory requirements including handbooks. These requirements can be determined by perusal of official Agency regulations, notices, and handbooks as well as internal issuances directive in nature.
- B. Records of official forms. These records can be queried automatically by functional code or office of primary interest.
- C. Management information systems both manual and automated. Reports used either as inputs to or outputs of these systems may be determined by analysis of summary computer runs or system specifications.

2. DDS/Functional Offices will include in their inventories all reports prepared by them, or by other Agency components (including OCS) in response to requirements levied by a particular DD/S Office: (i.e. Office of Personnel inventory will include all personnel reporting requirements levied by OP on other Agency organizational components).

3. Exempted Reports

Examples of reports exempted from this inventory are as follows:

- A. Logs and operating documents such as purchase or travel orders, travel authorizations, personal history statements, requisitions, vouchers, invoices, time and attendance reports, shipping documents, fitness reports, individual

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medical records, classification or qualification forms, individual training records, identification credentials, catalogs, and supply bulletins.

- B. Official reports of audit including responses thereto.
- C. Nominations or recommendations of individuals for promotion, training, or honor and merit awards.
- D. Reports required for authorized fund raising campaigns.

4. In submitting their inventories to the Directorate Reports Inventory Project Officer, Offices and Components should prepare summary tabulations showing:

- A. Total number of reports identified in two categories, manual and computer produced
- B. Estimated total annual costs of each category (in man hours and dollars)
- C. Proposed savings goals in man hours and dollars

In determining projected savings goals, each significant report included in your inventories should be reviewed applying the criteria outlined in paragraph 4a(4) of Attachment A to Transmittal Memorandum Number One (dated 17 June 1970).

5. Attached herewith are detailed instructions to assist personnel in completing the Reports Inventory Form 142.

DETAILED INSTRUCTIONS KEYED TO
ITEM NUMBERS ON REPORTS INVENTORY FORM 142

- Distribution : Prepare in two copies, original to the Directorate Reports Inventory Project Officer, copy to be retained by reporting Office or Component.
- Control Number: Use office abbreviation then number sequentially (i.e. DDS/OL-102); use one series of numbers for each office or component.
- Item One : Self explanatory
- Item Two : Box entitled "machine-name listing" should be checked for reports that are primarily name listings containing an array of data on or about an individual (personnel T/O runs, Finance advance account runs, etc.).
- Item Three : If more than one functional area is involved indicate primary and secondary areas by including number in appropriate box. The category labeled "admin-general" should be used for management control reports that serve no specific functional administrative requirement (examples are: (1) monthly activity reports levied by a Branch Chief on subordinate units and (2) operational progress reports required of field stations).
- Item Four : Show only total number of copies prepared; distribution should be shown in Item 6.
- Item Five : Self explanatory
- Item Six : Indicate number of organizational components or offices receiving copies (or extracts from) this report. Do not go below office or component level, unless report is internal to a DD/S functional office.

- Item Seven : Self explanatory
- Item Eight : ADP Processing number should be obtained from summary listings prepared by OCS/Management Support Division.
- Item Nine : Cite Agency regulatory issuance, Federal statute, or internal directives as applicable. Explain in detail in Item 13.
- Item Ten : Preparing Component: For reports internal to the DD/S functional office, indicate down to Branch and Section level. For reports prepared outside the DD/S functional office in response to requirements levied by a DD/S functional office, the parent functional office should indicate generally where report is prepared (i.e. Field Station Logistics Offices, Area Division Personnel Offices, etc.). Computer produced reports should indicate OCS as preparing office and the organizational unit in the DD/S functional office that receives the report (i.e. that has levied the requirement for the report).
- Item Eleven : Feeder Reports: Recognizing that what one office considers to be a significant report may be used by another unit as a feeder report, we anticipate some duplication in our inventory. Nevertheless we request that reports used as input to a report identified for inclusion in the inventory be listed and described in this item. Where possible costs of feeder reports should be included in computing the costs in Item 12 of the inventory form. Computer produced reports used as input to manual reports should also be identified in this section.
- Item Twelve : Cost Factors
- 12A - Manual preparation and review costs - Include man hours by grade level spent in assembling data, writing, editing, typing, and publication of reports. Where applicable you should include time spent by various levels of management in their "use" of these reports (i.e. numbers and grades of users who read or act on the report).

12B - Costs of Computer Produced Reports - If there are additional man hours spent by the DD/S functional offices in manipulating or manually summarizing computer produced reports, include that item in this section. The basic costs of computer produced reports should be obtained from data provided by OCS Management Support Division (Source of this data will most likely be the OCS Resource Distribution Report). In as much as there is no precise cost data kept on individual reports, costs of computer produced reports will of necessity be summary totals of all reports prepared for the DD/S functional office establishing the reporting requirement. It is the responsibility of the DD/S functional office concerned to obtain cost data from OCS.

Item Thirteen : It is important that careful consideration be given to completing this section of the report as it will provide the basic information needed to justify the continued production of the report identified on the inventory form. These justifications will be subjected to detailed review by various management levels within the office and must be certified as valid at the Directorate level.

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REPORTS INVENTORY						CONTROL NO.	
PREPARE IN DUPLICATE							
1. TITLE OF REPORT (If a fill-in report include Form No.)						2. TYPE OF REPORT	
						<input type="checkbox"/> STATISTICAL <input type="checkbox"/> NARRATIVE <input type="checkbox"/> MACHINE-NAME LISTING	
3. FUNCTIONAL AREA		<input type="checkbox"/> PERSONNEL <input type="checkbox"/> LOGISTICS <input type="checkbox"/> MEDICAL		<input type="checkbox"/> TRAINING <input type="checkbox"/> SECURITY <input type="checkbox"/> FINANCE		ADMIN. GENERAL OTHER (specify)	
4. NO. OF COPIES PREPARED		5. FREQUENCY (weekly, monthly, quarterly, etc.)			6. DISTRIBUTION (No. of components not number of copies)		
7. FORMAT (memorandum, form computer print-out, etc)		8. ADP PROCESSING			9. DIRECTIVE AUTHORITY REQUIRING REPORT		
		<input type="checkbox"/> YES IF YES GIVE ADP PROCESSING NO. <input type="checkbox"/> NO					
10. PREPARING COMPONENT (include lowest level contributing information to report)				11. FEEDER REPORTS (State total number and identify by Title, Form No., or nomenclature. Attach separate sheet if necessary.)			
12. COST FACTORS							
A. MANUAL PREPARATION AND REVIEW COSTS							
GRADE	HOURLY RATE	X	HOURS PER REPORT	=	COST PER REPORT	X	TIMES PREPARED = COST PER YEAR
B. COSTS OF COMPUTER PRODUCED REPORTS							
TOTAL COSTS PER YEAR							
13. COMPLETE DETAILED JUSTIFICATION FOR THIS REPORT (in addition to directive or authority cited in item 9). IF KNOWN, INCLUDE DATE REPORT WAS FIRST STARTED AND COMPONENT WHO ESTABLISHED REQUIREMENT.							
14. FUTURE GOALS							
GOAL PROPOSED BY COMPONENT FOR THIS REPORT						ESTIMATED SAVINGS	
<input type="checkbox"/> RETAIN AS IS <input type="checkbox"/> OTHER (explain) <input type="checkbox"/> CHANGE <input type="checkbox"/> DISCONTINUE						MAN-HOURS	DOLLARS
16. DATE OF INVENTORY		17. NAME AND TITLE OF PERSON FURNISHING INFORMATION					18. EXTENSION
							Q17

Classification

REPORTS INVENTORY						CONTROL NO.	
PREPARE IN DUPLICATE							
1. TITLE OF REPORT (If a fill-in report include Form No.)					2. TYPE OF REPORT		STATISTICAL NARRATIVE MACHINE-NAME LISTING
3. FUNCTIONAL AREA		PERSONNEL	TRAINING		ADMIN. GENERAL		
		LOGISTICS	SECURITY		OTHER (specify)		
		MEDICAL	FINANCE				
4. NO. OF COPIES PREPARED		5. FREQUENCY (weekly, monthly, quarterly, etc.)			6. DISTRIBUTION (No. of components not number of copies)		
7. FORMAT (memorandum, form computer print-out, etc)		8. ADP PROCESSING			9. DIRECTIVE AUTHORITY REQUIRING REPORT		
		YES	IF YES GIVE ADP PROCESSING NO.				
		NO					
10. PREPARING COMPONENT (include lowest level contributing information to report)				11. FEEDER REPORTS (State total number and identify by Title, Form No., or nomenclature. Attach separate sheet if necessary.)			
12. COST FACTORS							
A. MANUAL PREPARATION AND REVIEW COSTS							
GRADE	HOURLY RATE	X	HOURS PER REPORT	=	COST PER REPORT	X	TIMES PREPARED = COST PER YEAR
B. COSTS OF COMPUTER PRODUCED REPORTS							
TOTAL COSTS PER YEAR							
13. COMPLETE DETAILED JUSTIFICATION FOR THIS REPORT (in addition to directive or authority cited in item 9). IF KNOWN, INCLUDE DATE REPORT WAS FIRST STARTED AND COMPONENT WHO ESTABLISHED REQUIREMENT.							
14. FUTURE GOALS							
GOAL PROPOSED BY COMPONENT FOR THIS REPORT						ESTIMATED SAVINGS	
<input type="checkbox"/> RETAIN AS IS <input type="checkbox"/> OTHER (explain)						MAN-HOURS	DOLLARS
<input type="checkbox"/> CHANGE							
<input type="checkbox"/> DISCONTINUE							
16. DATE OF INVENTORY		17. NAME AND TITLE OF PERSON FURNISHING INFORMATION					18. EXTENSION
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